GENERAL INSTRUCTIONS

This template needs to be modified based on the individual task order for which the Project Plan is being created.

In addition, some text within the body of the document are color-coded:

1. Text marked in **red** need to be deleted, as they contain instructions and tips.
2. Text marked in **blue** need to replaced globally (via Edit Replace All).
3. Text marked in **gray** need to be replaced to fit your project.
4. Text marked in **black** (the rest of the document) provide the basic idea or recommendation on what needs to be included in each section. As such, you may add/delete/modify it as appropriate for your project.
5. Replace <SAMPLE Project> with the official project title.
6. Replace <CLIENT> with the client's name.
7. Replace <CLIENT Site> with client's location.
8. Replace <engagement database> with the name of the project's repository containing your project standards, procedures, records, etc.

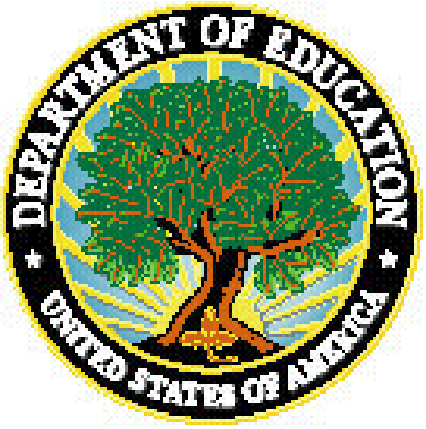
POLICIES ON PROJECT PLAN PREPARATION

1. The Project Plan should be every project team's bible. It is supposed to contain a snapshot of the project, and should refer to the other documentation in use by the project.
2. The Project Plan should be prepared during the planning stage, preferably before project start-up. The first draft should be submitted to the QA Manager for review as it is the process by which the QA Mgr discusses the quality system requirements with the project manager.
3. The Project Plan is a living and working document. It should be updated periodically as a result of changes in the project goals & measurements, processes, and process documentation, among others.
4. Changes should be discussed with the QA Mgr to ensure that the changes conform to the quality system requirements.

!!! Delete all these boxed instructions in the final version of your Project Plan. !!!

Andersen Consulting

SFA Modernization Partner Project
PROJECT PLAN
(Template)



Version 1.0
xx/xx/xxxx

TABLE OF CONTENTS

The TABLE OF CONTENTS is constructed by WORD. To update, press **F9** anywhere on the shaded area below and choose to update the *Entire Table* when prompted to do so.

1.0 INTRODUCTION

1.1 Project Plan Overview

This Project Plan applies to the <SAMPLE Project>. The Project Plan serves as a guideline for defining, measuring, and monitoring commitment to quality by all team members of the <SAMPLE Project>.

Include description of project, overview of required work, position of project in lifecycle, high level scope statement.

1.2 Responsibility for the Plan

The Project Plan was prepared by the Engagement Manager who is also responsible for updating it for any significant changes in:

- Office-to-Office arrangements
- Project scope
- Project methods, standards, and approach

The initial issue of this Project Plan, and all major versions, should be reviewed and approved by the Engagement Partner and a <CLIENT> representative. The most up-to-date version is available in electronic format in the <SAMPLE Project> <engagement database> in Lotus Notes and is accessible to all <SAMPLE Project> team members, project management, and the Quality Assurance Group.

2.0 DELIVERABLES

Place major deliverables by task or task package. The Deliverable Schedule may be included as an appendix instead of using the below table.

Work Segment	Deliverables
Design Work Units	• Work Flow Diagrams • Detailed Work Unit Specifications • Test Approach Memo • Test Databases
Construct Program Module	• Component-tested and Assembly-tested Work Units • Test Plans • Actual Test Results

3.0 PROJECT TIMETABLE AND SCHEDULE MONITORING

State the key points of the project monitoring system. The purpose of this section is to identify the tools and processes used by the project to monitor and control their work. This section also makes reference to the project workplan/schedule and resource plan. It is recommended that a project planning tool (ABT Project Workbench/MS Project) is used for the creation of the workplan.

3.1 Project Workplan

The project workplan, resource plan and project schedule are included as Appendix A.

3.2 Project Timetable

The <SAMPLE Project> work will start on ... and is expected to be completed by ... <You could go into further details (e.g. phases, software releases, etc.) or refer to an overall work schedule.>

3.3 Tools

ABT Project Workbench will be used to monitor project progress by using the tool's indices to indicate whether the project is meeting its target schedule and budget.

3.4 Inputs

Turnaround documents are prepared by all project team members at the end of each week. The turnaround document records the actual hours spent by project team members on their assigned tasks.

3.5 Schedule Monitoring Processes

Turnaround documents are submitted to the immediate supervisor for review and approval. Project budget and schedule is tightly managed using the ABT Project Workbench's cost performance index and schedule performance index. Project teams each have their portion of the workplan to manage and control.

3.6 Reports

The following table shows the project management reports generated. Reports are generally posted onto the <SAMPLE Project> <engagement database>. The individuals listed in the distribution list are informed of the availability of the reports through Lotus Notes.

The table below should include the reports that will be used by the project management to monitor progress and control the project.

Description/Contents	Frequency/ Schedule	Distribution

4.0 PROJECT METRICS

This section should define the project's objectives to the level of detail that is measurable. The table contains samples that should be tailored according to the project management's requirements. Entries could be modified, added or deleted.

The following table summarizes the metrics by which the project will be managed and controlled. These measurements will be used to determine and identify problem areas, and will be the basis for further investigation and analysis. Project management meetings, team meetings, and quality sessions will be conducted to then develop action plans to address the identified problems and issues. Below is the description of each column:

Goal	Measurable objective
Question	What needs to be answered
Metric	Name of the metric as well as the formula
Responsible	Individual responsible for providing the information
Source	Document on which data about the metric will be recorded
Report	Means and frequency of reporting on progress. The measurement identified should be contained in the specified regular report.
Other users	Users of the metric, other than the project

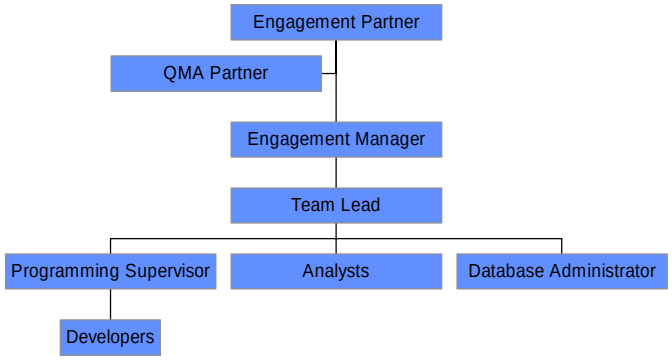
GOAL	QUESTION	METRIC	RESP	SOURCE	REPORT	OTHER USERS
Cost/Budget						
CV >= #	Are we within budget?	Cost Variance (CV) = BCWP – ACWP	Project Manager	ABT	Weekly Status report	DE TEAM
Schedule						
SV >= #		Schedule Variance (SV) = BCWP – BCWS	Project Manager	ABT	Weekly Status report	DE TEAM
#% of issues are resolved on time	How fast are the issues being resolved? What is the percentage of issue resolved on time?	# of issues resolved on time / Total number of issues	Project Managers	Issues Log	Weekly Status report, Cluster Completion Report	
People						
Client Satisfaction Rating of 5	How satisfied are our clients?	Client Satisfaction Survey	Project Manager	Client Satisfaction Survey Form	Every 6 months	DE TEAM
Team Satisfaction Rating of 5	How satisfied are our project teams?	Team Satisfaction Survey	DE TEAM Coord. / Project Manager	Staff Satisfaction Survey	Every 6 months or as needed	DE TEAM

OV <= #%	Are we within the tolerable level of overtime rate?	Overtime Rate = (OTHours/ReqHours)*100	Project Manager	ARTES	Monthly at project level	DE TEAM
#% of CMAPs are completed on time	Are CMAPs completed on time?	% of completed CMAPs = # of CMAPs completed on time / total # of CMAPs due	Project Manager	CMAP schedule	Every four months	
Quality						
Zero defect in every phase	What is the quality of the work that we deliver?	Phase Containment = #of Defects / phase	Metrics Coord.	Open Point Tracking System	Proforma Reports - Weekly	DE TEAM

5.0 ORGANIZATION

Include an illustration of the project organization here. Identify the major roles and a general description of their responsibilities. The engagement database should define in detail the responsibilities of all roles within the project organization. Refer to the specific sections in the engagement database that discuss the roles and responsibilities in detail.

The development team consists of ...state project members; e.g. an engagement partner (part-time), a QMA partner (part-time), an engagement manager, a team leader, a database administrator (part-time), analysts/developers, and developers. Shown below is the <SAMPLE Project> team organization chart.



Show how the project team fits into the overall client engagement team here.

Each of the project roles and the corresponding responsibilities are defined in detail in the Resource Plan (see Appendix A).

6.0 COMMUNICATION STRATEGY

This section should describe the means by which the project team will communicate amongst themselves, as well as with the project team and with the client.

6.1 Internal

6.1.1 Meetings.

The project team will hold weekly status meetings to discuss progress, and address issues, risks, and concerns related to project deliverables, schedule, and other project activities. The meetings will also be used to conduct project information interchange activities where team members give a short talk on the tasks they are working on and share technical and functional knowledge with the rest of the team. Meetings will also be held between affected parties, as necessary, whenever issues concerning various individuals and/or groups need to be resolved. Minutes of meetings will include the names of the attendees, and bullet points summarizing key items discussed, action points and responsibilities, and the items' corresponding status, disposition, and/or target due dates.

6.1.2 Reporting.

Each and every project team member is required to submit a weekly status report to his supervisor. The individual report should contain details of accomplishments for the period such as the name(s) and/or number of work units started, still in process, and/or completed; the plans for the following period; and issues raised and/or resolutions agreed upon. It should highlight existing or potential problems as well as outstanding issues that require management attention or action. A weekly overall project status report is prepared by the project manager which is accessible to all team members through the <SAMPLE Project> <engagement database>.

6.1.3 Day-to-Day Communication.

The *Lotus Notes Electronic Mail (Notes Mail)* is the primary means of communication among the project team members. Each team member is assigned a Lotus Notes ID.

6. 2 Communication with SFA

6.2 Reporting.

The engagement manager or team leader prepares and submits a regular status report to the client and to the Engagement Partner. This report summarizes the accomplishments for the week, tasks planned for the following week, and issues requiring management attention.

The engagement manager prepares a set of milestone reports for submission to the client manager. The report includes the following:

- Milestone worksheet listing all tasks, budgets, start and end dates, estimates-to-complete, variances, and earned values of the project
- Milestone schedule presenting the total budget, estimates-to-complete, variances, and earned values, as well as the bar chart depicting the percentage completion of the project tasks
- Project status showing the graphical representation of the project in terms of budget, actual, and earned values.

6.2.2 Day-to-day Communication.

The project team will communicate with SFA at the client site by means of:

- Lotus Notes Mail Facility
- Conference calls
- Fax. This method is used when timeliness is important and when the material can not be electronically transferred via Lotus Notes.

7.0 TRAINING PROGRAM

This section should refer to the particular sections in the <engagement database> that contain the following information.

The project's training program should address the following requirements:

1. Every project management team consisting of the project manager and team leads should sit down with members of the quality management team for a quality management briefing as part of the project start-up procedures.
2. An overview of the quality management system should be given, either during the orientation or in one of the brown bag sessions.
3. The functional, technical, and administrative needs of every individual team member's role throughout the engagement life cycle should be addressed.
4. Waiver guidelines and procedures are defined.
5. Training evaluation and maintenance processes are defined.
6. Training records are maintained.

The training program of <SAMPLE Project> will provide project team members with the knowledge and skills they need to perform their tasks within the project. The engagement manager is responsible for ensuring that the training program is implemented as designed.

<SAMPLE Project> cell leads will spend part of their time as training coordinators for their respective cells. They will ensure that new members undergo and complete the necessary training, and submit all training-related documentation. They will also assume the following responsibilities:

- compile and evaluate assessment/evaluation forms submitted by trainees
- coordinate any modifications to training materials (feedback forms will be one source of input)
- keep and maintain project training records of project personnel
- facilitate continuous improvement initiatives in the project's training program

All project team members must undergo all required training for their role in the project.

8.0 QUALITY AND CONTINUOUS IMPROVEMENT INITIATIVES

8.1 Team Input Procedures

The following procedures will be implemented to obtain project team member inputs on quality and continuous improvement:

- The weekly status meetings will be used to solicit feedback and suggestions from team members regarding the quality of work and the effectiveness and efficiency of project processes. Sources and causes of errors will be discussed, common issues and problems will be determined, and best practices (or things that are going well) will be shared.
- The <state specific document and the view> within the <SAMPLE Project> <engagement database> will be used to document hints, questions, and issues pertaining to how things can be done better, and what pitfalls are encountered in doing the day-to-day tasks.
- Quality Sessions will be conducted to incorporate best practices and improve the processes within the project team. These sessions will be scheduled by the quality coordinator, either as brown bag sessions or a special team meetings.
- Quality Sessions will also be conducted whenever defect ratios and error percentages are outside of the control limits set by project management. The purpose of these sessions will be to determine causes of the specific rates and of the trend, and to develop an action plan to address these.

8.2 Recognition Program

The <SAMPLE Project> team knows the importance of recognizing work well done. Recognition of individuals and teams that show exemplary contribution to the project's quality objectives provides incentive to improve and creates a more productive work environment. The criteria and type of awards to be used are as follows:

- Best Improvement Idea. This recognition goes to the individual who has raised a suggestion for quality and process improvement that the team has implemented and has proven to be useful. The winner will receive a prize and will be recognized in project meetings.
- "Job Well Done" Award. The recognition is given to the individual who has supported quality categories that the team values like adhering to standards, meeting contribution to knowledge capital, etc. The winner will receive a prize and will be recognized in project meetings.
- Team-building Activities. Whenever a team's number of milestones attained becomes ##% ahead of plan, every member of that team will receive a prize such as cinema tickets or restaurant gift certificates to recognize their exemplary effort.

9.0 PRODUCTION PROCESSES

This section highlights the major processes that will be undertaken by the project team and the corresponding key considerations with respect to Quality System requirements and the standards with regard to configuration management.

9.1 Software Development Procedures

The <SAMPLE Project> follows processes based on Andersen Consulting's Business Integration Methodology (BIM) in completing ...<state activities/tasks; e.g. the systems building tasks. The standards to be followed and the steps to be performed in the development of the work product(s) and components are defined and documented in the <SAMPLE Project> <engagement database> which is in <state Notes server>. The <SAMPLE Project> <engagement database> has three views.

- Standards and Procedures - defines the project standards, project roles and responsibilities, and development procedures;
- Job aids and Forms - contains the forms, templates, and guidelines to be used in the development procedures;
- Team directory - contains the individual information such as training records, CMAP schedules, and vacation plans; and
- Quality records and Controlled documents - contains the project records, and the view represents the master list of controlled documents and quality records.

9.2 Process Matrix

The purpose of this section is to give a snapshot of the production process. It will also serve as a quick reference to the project team members, as well as to the reviewers of the project.

The table should refer to the documents or specific sections in the engagement database that contain the description of the corresponding steps in the project's development life cycle.

Modify example below as appropriate to your project. A row represents a work segment of the production process. The columns represent key aspects of the work segment.
1. Add/delete rows as appropriate.
2. Columns may not be deleted although additional columns may be inserted.
3. Table text in *red* are instructions which, generally, should be replaced with the name of the corresponding project task and should refer to the particular project document or database that contains the procedures.

The table below summarizes the major processes or phases of the project, and for each process or phase the corresponding:

- objectives,
- tools used and reference to the documentation containing the detailed procedures,
- quality verification processes,
- key documentation generated to address the quality objective(s), and
- persons involved in the process.

Objectives	Process Reference and Tools	Quality Verification/ QA Processes	Supporting Documentation	Person(s) Responsible
ORGANIZE PROJECT				
• Clear understanding of client requirements • Agreement on expectations • Risks and corresponding management steps identified • Clear understanding of GSC participation, commitment, and responsibilities • Well defined acceptance criteria for each deliverable	• <State document(s) defining project task(s) corresponding to *Coordinate Project Requirements, Plan Delivery,* and *Prepare Client Arrangement* task packages in PMP>	• CQMA review • Risk assessment • Project start-up sessions with QMT	• Arrangement Letter • Project Plan • Entry/exit criteria • Risk Assessment Memo • CQMA forms • Project Plan • Work plans and budget • Project Process Evaluation Matrix	• Engagement Partner • Engagement Manager • Client mgt. Representative
• Project management understanding of GSC processes and quality system requirements • Project team understanding of the GSC quality system • Project team understanding of the project	• <State document defining project task(s) corresponding to *training* packages in PMP> •	• Project start-up sessions with QMT • Project training and orientation sessions • Project brown bag sessions	• Training plan • Training records • Training materials	• Engagement Partner • Engagement Manager • Team Leads • QMT
DEVELOPMENT ENVIRONMENT SET-UP				
• Separate environments are established for each of the product development stages • Technical environment is set-up according to GSC standards • Proper tools and utilities are chosen	• <State document defining project task(s) corresponding to *Design Technical Architecture, Build* and *Test Technical Architecture, Analyze System Requirements* task packages in SDP> • TRG Helpdesk • TRG CM tailoring checklist	• TRG configuration management tailoring process • Pilot	• Project Hardware and Software Information Sheet • Project Customization Sheet • Project Maintenance Sheet • SLA w/ TRG	• Engagement Manager
MANAGE AND CONTROL PROJECT				
• Feasible workplan and realistic milestone dates • Effective use of project resources and people • Estimating model that assigns budget to work units based on module	• <State document defining project task(s) corresponding to *Manage Project* task package in PMP> • Estimating Guidelines • ABT Project Workbench	• Status reporting • Project metrics reporting • CQMA • Risk assessment	• Work Plan • Turnaround Documents • Variance Reports • Work Segment Status Charts • Project Status	• Engagement Manager • Project Controller • Team Lead • DE TEAM • DE TEAM

Objectives	Process Reference and Tools	Quality Verification/ QA Processes	Supporting Documentation	Person(s) Responsible
complexity • Effective reuse and continuous improvement of software process assets		• IQA	Charts • Project Process Evaluation Matrix	Coordinator
TECHNICAL ENVIRONMENT MAINTENANCE				
• Integrity of the environment is maintained throughout the development life cycle • Project management is informed of the activities in, and status of the environments	• <State document defining project task(s) corresponding to *Design Technical Architecture, Build and Test Technical Architecture,* and *Analyze System Requirements* task packages in SDP> • *Replication, Promotion, Demotion, and Migration Procedures* in the engagement db • *Security Policies and Procedures* in the engagement db • TRG Helpdesk • Lotus Notes for documentation	• Status reporting	• Lotus Notes mail acknowledging successful migration/ replication, etc. • Status report	• Migration Coordinator • Team Leads • Technical Support Team
DETAILED DESIGN				
Detailed design: • is consistent with high-level design specifications • meets business and user requirements • meets performance requirements • meets acceptance criteria	• <State document defining project task(s) corresponding to *Design Automated Processes, Verify System Quality,* and *Analyze System Quality Requirements* task packages in SDP> • Design/1 v6.1 for the documentation • Naming conventions • SIR Tracking db for SIRs and CRs	• Design Review • Design Inspection • Project Status Review • IQA	• Work Unit Specifications Package • Design Inspection Point Sheets • Status Reports • <State document evidencing fulfillment of exit criteria for design specs>	• Analyst • Team Lead
PROGRAM MODULE CONSTRUCTION (from Coding to Component Testing)				
Code: • meets design specifications • has zero ab-ends • adheres to project standards	• <State document defining project task(s) corresponding to *Construct Program Module* task package in SDP>	• Code Review • Code Inspection • Component Test Results • Project Status	• Code Inspection Point Sheets • Component Test Results • Application Objects	• Programmer • Programming Supervisor • Team Lead • Analyst

Objectives	Process Reference and Tools	Quality Verification/ QA Processes	Supporting Documentation	Person(s) Responsible
• meets acceptance criteria Components of the work unit or module are: • complete • consistent • interact with each other	• TLIB for version control • UNIX vi editor for data files, code, and script • RTS or Debugger for testing batch programs • td32 command for testing on-line programs • Lotus Notes for documentation • Naming conventions • SIR Tracking db for SIRs and CRs	Review • IQA	• Code Inspection Point Sheets • Component Test Results • <State document evidencing fulfillment of exit criteria for code>	
ASSEMBLY TESTING				
• Components of the assembly are: – Consistent – Interact with each other – Complete • Functions and features are fully operational • System is reliable	• <State document defining project task(s) corresponding to *Verify System Quality* and *Test Product* task packages in SDP> • Design/1 v6.1 for testing documentation • Lotus Notes for other documentation • SIR Tracking db for SIRs and CRs	• Assembly Test Inspection • Assembly Test Results Review • Project Status Review • IQA	• Assembly Test Results • Work Unit Sign-off Documentation • System Investigation Requests (SIRs) • Status Reports	• Analyst • Developer • Team Lead • Engagement Manager
USER PROCEDURES DEVELOPMENT				
• User procedures are complete • Users can understand and use the documented user procedures	• <State document defining project task(s) corresponding to *Modify System* task package in SDP> • Lotus Notes for documentation of user training database	• User Review • Project Status Review • IQA	• User Training Database • On-line Help • User Review Documentation • Status Reports	• Analyst • Developer • Users • Team Lead • Engagement Manager

10.0 QUALITY ASSURANCE PROCESSES

10.1 Quality Verification Process Matrix

The following table summarizes the processes that will be implemented by the <SAMPLE Project> to ensure quality in deliverables and in the processes. Below is the description of each of the columns in the table:

Process Activities involved in the verification process
Timing Frequency or schedule followed in performing a specific verification process.
Doc. Requirements Documentation produced from the verification process.
Resp. Individual or team responsible for performing the process.
Objectives End-goal or purpose of performing the process, i.e. After performing process, which quality program has been verified?

Process	Timing	Doc. Requirements	Resp	Objectives
Project Status Review	Weekly	• Status report • Work program • Milestone bar chart	Eng. Mgr	• Monitor and control project's progress
Design Review	After completion of each design package	• Object specification document • Detailed design package • Design inspection point sheet	Analyst	• Design: – is consistent with approved design memos – is technically feasible – follows set standards • Errors are detected early in the process
Code Inspection	After obtaining a clean compile	• Source code • Object specification document • Code inspection point sheet	Analyst	• Code – is consistent with design specs – follows standards • Errors are detected early in the process
Component Test Review	After component testing	• Component test package • Component test results • Component test signoff sheet	Analyst	• Component testing is complete and accurate; • Code is working according to specs
Assembly Test Review	After assembly testing	• Assembly test package • Assembly test results • Assembly test signoff sheet	Team leader	Objects comprising a logical unit of work are complete, consistent, & interact with each other
Internal Quality Audits (IQAs)	Per *Schedule of Project IQAs*	• Audit Summary Report; • Nonconformity Form	Internal Quality Auditor	Project adheres to Quality System requirements

Process	Timing	Doc. Requirements	Resp	Objectives
Client Quality Management Assessment (CQMA)	per CQMA schedule	• CQMA form • Engagement risk assessment	QMA partner	Assess the effectiveness of <SAMPLE Project> service quality mgt efforts
Project Team Satisfaction Survey	For multi-year projects, every six (6) months Otherwise, at the end of each phase.	Team Survey forms	All project team members	Measure project team satisfaction and identify potential areas for improvement
Client Satisfaction Survey (CSS) or Management Survey	Once a year.	CSS form	Project Mgmt	Measure <CLIENT> and project management satisfaction

10.5 Preventive and Corrective Action Procedures

The conduct of various status meetings and brown bag sessions are aimed at preventing the occurrence of major problems during the life of the project. The various inspection and review processes, on the other hand, are aimed at detecting errors in the product as they occur and addressing these to ensure that they do not get passed on to the next phase of the development life cycle. Another procedure that aims to prevent problems and correct errors are the issue tracking system.

- During the weekly status meetings, functional and technical issues and problems will be discussed to promptly address and resolve them before they impact schedule and budget. In addition, critical issues or problems requiring urgent attention, will be raised by the team leads and/or the project manager, and meetings and/or conference calls will be scheduled as necessary.
- Causes of errors found during the inspection and review processes will be determined, classified according to the project's pre-defined major classifications, and documented using the error/defect tracking worksheet. Individual observations (e.g. during the inspection and testing processes) will be discussed during the team and/or project meetings to ensure that the causes of problems or errors are eliminated by the project as a whole.
- Any error detected during product tests that necessitate changes will be documented as a Systems Investigation Request (SIR) which should be approved by the team leader and/or engagement manager depending on the impact of the change. Refer to the SIR procedures in the <SAMPLE Project> <engagement database>.
- Issues will be documented, tracked, and managed through the Issues Log database on Lotus Notes. The policies governing issues, the standards to be followed, and the procedures to be performed are defined in the *Issue Resolution* section of the <SAMPLE Project> <engagement database>.
- If a flaw lies in the existing project standards and procedures, the related documentation will be modified to reflect the corrections and the team will be notified for immediate implementation.

10.5 Risk Management

The following section is intended to inform management and team members about project risk areas and their potential consequences. Risks are evaluated in terms of their potential impact on meeting the target completion date (**schedule**), increasing project costs (**cost**), and/or decreasing quality of deliverables (**quality**).

Project level status reports should contain risks. The following format is one possible way to present them. The following table is prepared at the beginning of the project as part of the Project Plan, but it is maintained weekly in the project Status Report.

RISK	RESPONSES	Severity of Impact	Probability of Occurrence	Ability to Control	DATE Reduced by 50%	DATE Complete	Resp
Baseline set of Risk Watch Lists for the project can be added.	Reponses to risk	HIGH, MED, LOW	HIGH, MED, LOW	HIGH, MED, LOW			

10.4 Issue Management

The following section is intended to inform management and team members about outstanding project issues, recommended solutions, and progress towards issue resolution.

The following table is prepared at the beginning of the project as part of the Contract Management Plan, but it is maintained weekly in the task order Status Reports for use on the Monthly Status Report.

Issue	Recommended Solution	Responsibility	Creation Date	Resolve Date	Status

10.5 Other Quality Verification and Assurance Processes

- CQMAs will be conducted to ensure that the project is conducted in line with the firm's QVS objectives.
- Internal quality audits (IQA) will be conducted to ensure that the project adheres to the quality system requirements, as well as to point out areas for improvement. During IQAs causes of nonconformities will be identified, corrective actions determined, and preventive action procedures determined as well. Implementation of these action points will be verified by the auditor during the follow-up audits for this purpose.
- Staff satisfaction surveys will be conducted semiannually to measure project team satisfaction, and identify potential areas for improvement. Problem areas and causes will be determined, and the corresponding preventive and corrective action procedures defined.

- Client satisfaction surveys will be conducted to measure client satisfaction, determine the strengths and weaknesses of the Manila project team, identify problems and areas for improvement, and identify corrective and preventive action procedures.

11.0 CONFIGURATION MANAGEMENT

11.1 Environment

This section should briefly describe the different environments to be used by the engagement. Normally, the different environments will include:

- Individual team member development environment
- Project Team Development Environment (s)
- Testing Environment(s)
- Production Support Environment(s)

The <SAMPLE Project> development environment will reside in <state name of actual location; if in the LAN, include server name and directory structure>. Individual team member development areas will reside in the <SAMPLE Project> <engagement database>. Individual project member back-ups will reside in their respective c: drives.

Project documentation will reside in the <state directory name(s)>.

11. 2 Configuration Items

Modify the example below as appropriate to your project. It is necessary for your project to identify and list in this section the items that will be under Configuration Management. The processes you define in the change control and version control section should take all these items into account

The following items will be subject to configuration management:

- Design specifications. These include structure charts, report layouts, report definition, screen layouts, screen definition, module description, etc.
- Software code. These include the source codes, data records, copybooks, JCL's, data cards, etc., that are maintained in the <SAMPLE Project> mainframe repository.
- Project-specific documentation and quality records. These include work plans, estimates and budgets, Project Plan, arrangement letter, and items listed in the Master List of Controlled Documents.

11.3 Change and Version Control

1. Add/delete/modify contents of Change Control as it applies to your project.
2. Add other areas where you need to control changes, e.g. Database Changes, Architecture Changes, etc.

11.3.1 Software Changes

Changes to the software may come from the members of the <SAMPLE Project> team, as well as from the client. The step-by-step procedure used in initiating a software change is documented in the *Change Control* section of the <SAMPLE Project> <engagement database> in Lotus Notes.

The most current version of the source codes will reside in <state directory(ies) and server name(s)> which will be maintained by the <SAMPLE Project> technical

support team. The check-in/check-out facility of <state name of version control software> ensures that only one copy of the program is being modified at a specific point in time and enables the project team members to backtrack to any version of the code that was ever checked into version control.

<Highlight here, also, the other facilities of the version control software that will be used by the project such as the security aspects, the reports that will provide an audit trail of changes made to the software and that will indicate the status of the work products or components, among others. However, detailed procedures should be defined in the <SAMPLE Project> <engagement database>, not here.>

11.3.2 Document and Data Changes

All project records are electronically stored in the project directories, and only the electronic versions of documents can be considered current. The access control list of the <engagement database> is managed and maintained by the engagement manager. Generally, all project team members have editor rights to the <engagement database>, while team leads have designer rights, and the project manager has manager rights

The procedures for maintaining and controlling project documents and quality records can be found in the *Document and Data Control* section of the <SAMPLE Project> <engagement database>. Moreover, the Quality records and Controlled documents view represents the project's master lists of quality records and controlled documents.

All printed controlled documents will be shred one month after the close of the project, while all electronic documents will be deleted from the LAN upon closure of the project. However, a full back-up will be done before deleting the files.

11.4 Product Handling

The following procedures <as appropriate> will be performed by the <SAMPLE Project> to prevent damage, deterioration and loss of the deliverables:

- Detailed design deliverables approved by the project team for programming will be stored in a network directory. Only the Team Leader/Manager has update rights to this directory.
- Programming deliverables will be electronically stored in the hard drive and periodically replicated <e.g. every afternoon> in a network directory <indicate directory name(s)> for backup purposes.
- Documents such as Program Documentation Binders will be kept in the <SAMPLE Project> resource center, under the Project Controller's custodianship.
- Files such as copybooks and common programs will be stored in a local area network directory <indicate directory name(s)> for common access and to eliminate redundancy. Only the Team Leader/Manager will have update rights to this directory.
- Working files will be stored in the team member's hard disk and replicated periodically <e.g. every morning> to a network directory <indicate directory name(s)> for backup purposes..
- Each developer is responsible for backing up his/her personal working directory to the network at the end of each day.
- A full server backup will be performed at the completion of the project. Access to these will be read-only.
- GSC will maintain a copy of the deliverables as backup for one year after the completion of the <SAMPLE Project>. A restore procedure in case a project file needs to be restored to its state before migration to the <CLIENT Site> is described in the *Backup and Restore Procedures* section of the <SAMPLE Project> <engagement database>.
- The detailed policies and procedures on access security can be found in the *Security Policies and Procedures* section of the <SAMPLE Project> <engagement database>.

11.5 Product Delivery

- Detailed design deliverables approved by the PROJECT TEAM for programming remains under the ownership of the <SAMPLE Project> team for the duration of the programming effort. Documents such as Program Specification Checklist and Migration Checklist will be electronically transferred to the <CLIENT Site> after module sign-off.
- Delivery of program code will take the form of object migrations. Programming deliverables will be electronically transferred to the <CLIENT Site> after module sign-off. Acceptance of migrated work-units shall be documented on a sign-off sheet by the PROJECT TEAM which shall be communicated via Lotus Notes mail.
- After project completion, all deliverable documentation and applicable client-supplied items due will be sent to the <CLIENT Site> via air parcel by batch.

12.0 CLIENT-SUPPLIED ITEMS

This section applies only to projects that have client-supplied items. Delete this section if not applicable.

12.1 Client Supplied Items

Client supplied materials include, but is not limited to, the following:

1. design specifications
2. third party software that is part of the development or execution architecture
3. project hardware and other related media
4. project orientation materials

The following client-supplied items will be under the control of the engagement manager and will be subject to the control procedures defined in this section.

- .....
- ......

12.2 Receipt and Acceptance

The client supplied materials for the <SAMPLE Project> development project are composed of the detailed design specifications of the modules for programming at SFA. The Module Design Checklist shows an inventory of all documents included in the design specification package. Acknowledgment of receipt of the detailed design specifications will be communicated to SFA via electronic mail. High-level design specifications are developed and reviewed by analysts from both Manila and the PROJECT TEAM during preliminary systems design. Modifications or additions required will be communicated via change requests (see related topic on Change Control).

Consigned materials, such as hardware and software, are inspected and verified upon delivery. The procedures on inspection and verification of these materials are defined in the *Technical Procedures section* of the <SAMPLE Project> <engagement database>.

12.3 Maintenance and Reporting

A complete inventory of client supplied materials is found in the <SAMPLE Project> <engagement database>. Every three months, these materials will be inspected by the project controller for their condition. The updated inventory form is submitted to the engagement manager within three days after the inspection. It is the engagement manager's responsibility to ensure that the client supplied materials are in good condition, and to report promptly to the client any discrepancies, losses, damages or problems regarding the client supplied materials. The hardware are maintained by ???.

The procedures relating to the maintenance of client supplied materials, as well as reporting the condition of these to the client can be found in the *Client-Supplied Materials section of the* <SAMPLE Project> <engagement database>.

13.0 PURCHASING

This section is applicable only to project teams who need to purchase materials such as hardware, software, etc. for the client. If this section is not applicable to your project, DELETE this section from your Project Plan.

13.1 Supplier Selection Criteria

Put here the criteria to be used in the selection of prospective vendors/suppliers, or the reference where these criteria are documented.

13.2 Purchasing Procedure

Leave the example below as is unless your project has its own purchasing procedure.

The engagement manager is responsible for developing the specifications of the items to be ordered, and for having the specifications reviewed and approved by the engagement partner, as well as obtaining client approval of the specifications. Local purchases are implemented by the AC purchasing unit and the procedures discussed in detail in the Purchasing Section of the AC Office Services Operations Manual (Notes-based). Items that could not be purchased locally are handled by using Firmwide Purchasing.

13.3 Purchased Items Inspection and Testing

Describe the procedure used in controlling the receipt, verification, and maintenance of purchased products. Alternatively, reference the document where this procedure is documented.

The Engagement Manager is responsible for receiving the goods/services; and for ascertaining that the goods/services match the specifications of the order. The handling of the invoices and the initiation of their payment is handled by the Project Controller.

APPROVALS AND AMENDMENT HISTORY

1. The first row should contain information on the approval of the original version.
2. DATE should contain the date when the change was made.
3. DESCRIPTION should describe the change. The objective or reason for the amendment may be included for a better understanding of the amendment.
4. REFERENCE should point to the section(s) affected.
5. APPROVALS/DATE should indicate who approved the change, and refer to the document evidencing approval (e.g. Lotus Notes mail addressed to the Project Partner), as well as the date of approval.

DATE	DESCRIPTION	REFERENCE	APPROVALS/DATE

APPENDICIES